

**CHANGE,  
LEADERSHIP  
& PARTNERS.**

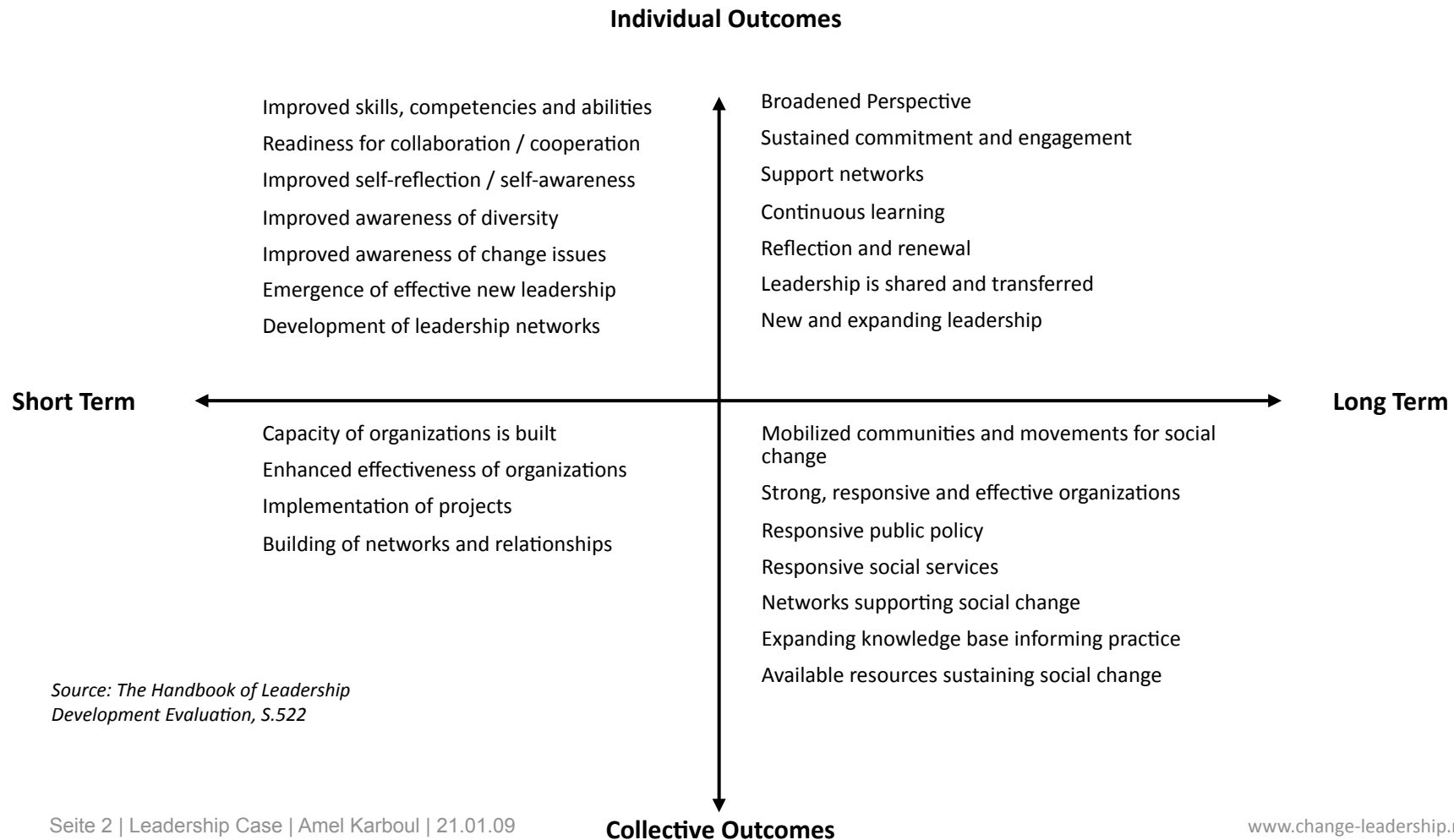
# **Case Study Leadership Evaluation Architecture of a General Management Program**

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## Contribution of Leadership Development Programs... Dimensions and possible goals, which can be evaluated



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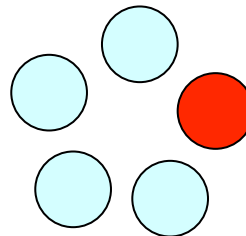
## Areas of Impact for Evaluation

### Individual



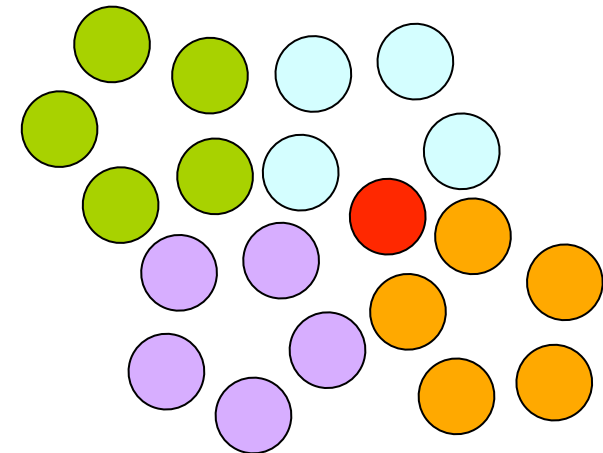
Focuses on the learning progress of individuals currently participating in the program.

### Team



Focuses on the impact on the team.

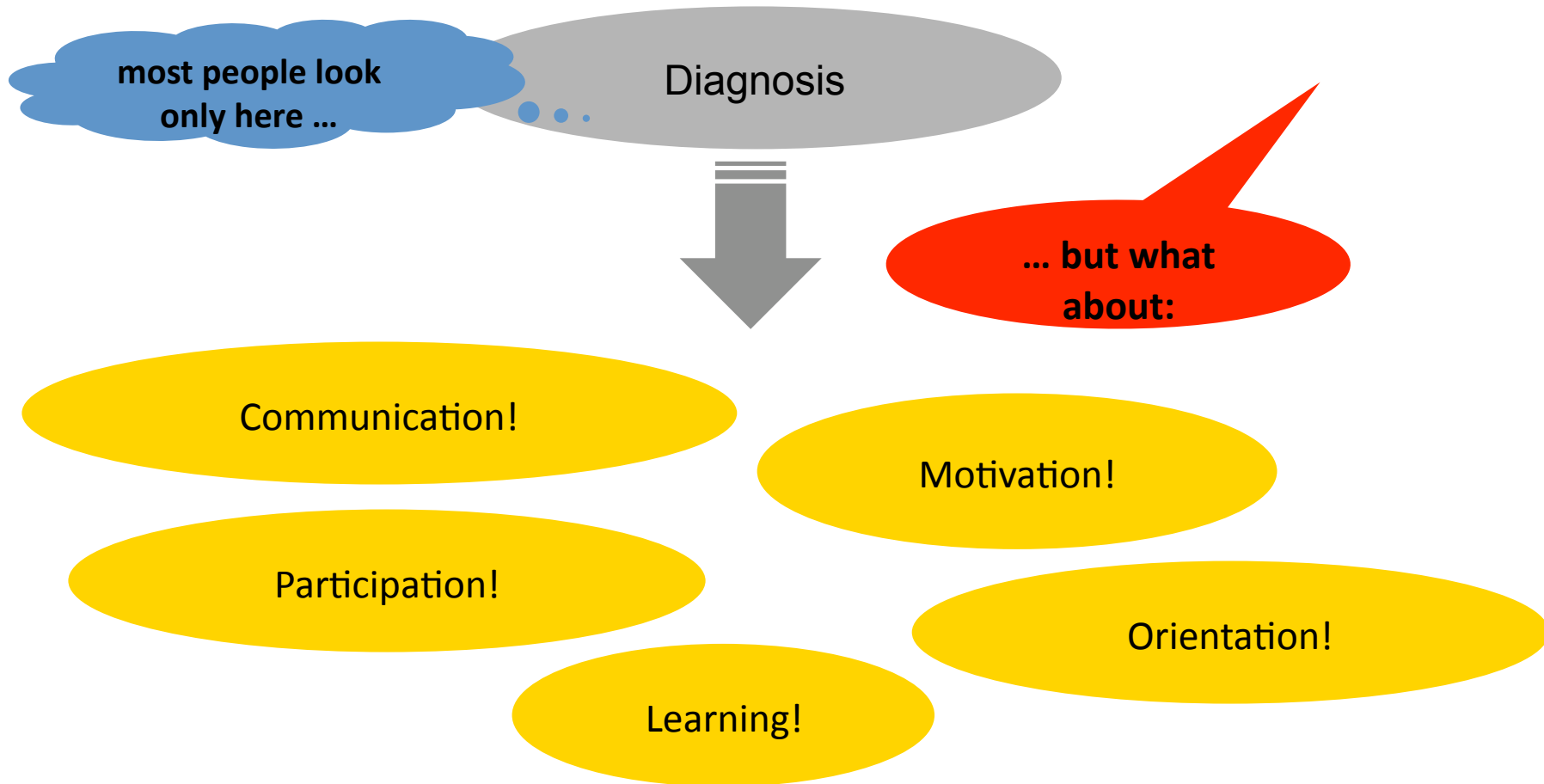
### Organization



Includes social and professional networks where graduates are affiliated and might be expected to apply their newly acquired skills and perspectives.

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Evaluation has multi-level Functions



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## Goals of Evaluation

### Effectiveness

Evaluation should provide information on how valid and effective this program is for the participant in relation to the goals and identify fields for optimization

### Efficiency

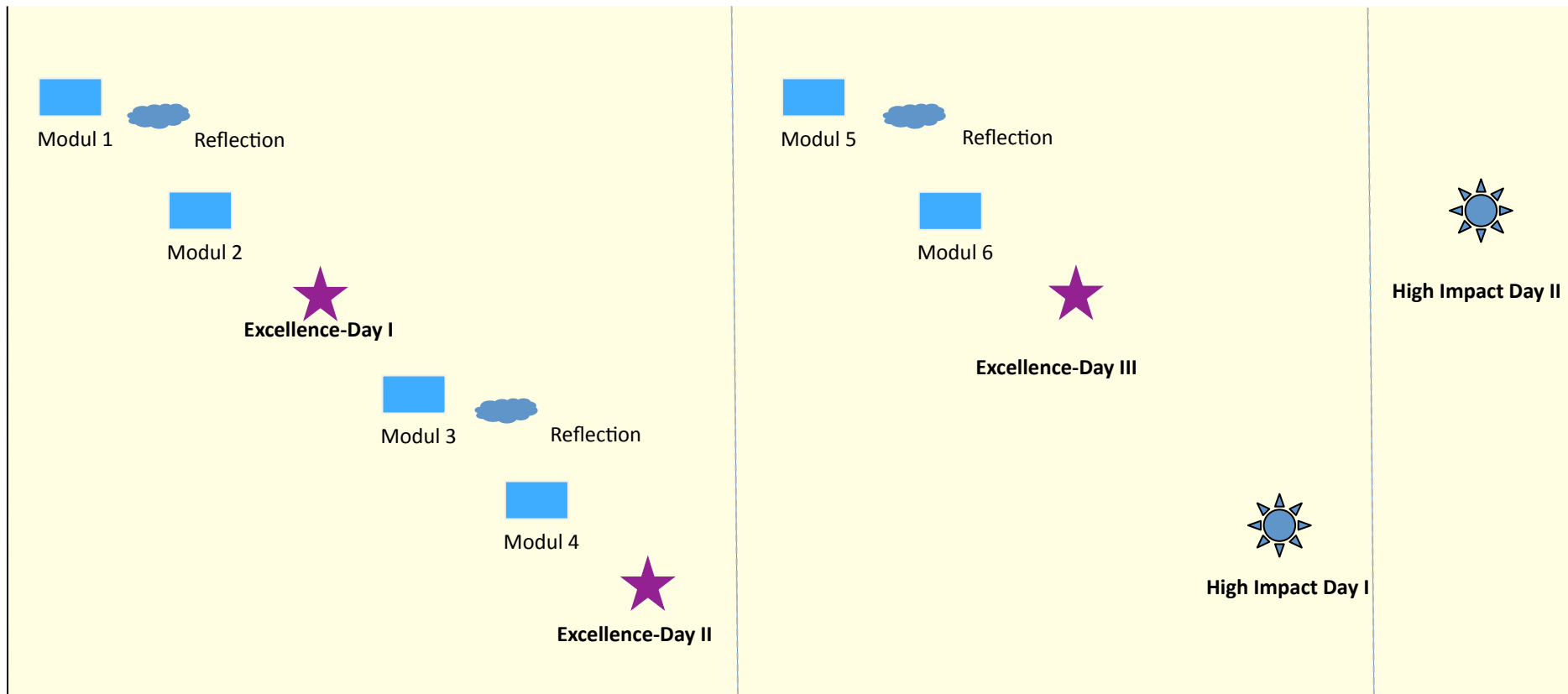
Evaluation should provide information about how functional and efficient the measures and actions taken are

### Legitimacy

Evaluation should provide information for the decision for support similar programs in the future; ROI

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## Overview of the Evaluation Elements & Schedules Masterplan



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## Overview of the Evaluation Elements Elements in Detail

	Reflection	Excellence-Day I & II	Excellence-Day III	High Impact Day I&II
Who?	Participants and Facilitator	Participants as evaluators (facilitation: facilitator)	Participants as evaluators (facilitation: facilitator)	Trainers, Participants, Colleagues , Bosses
How?	<ul style="list-style-type: none"> <li>• <b>Learning-diary:</b> participants answer questions in self-reflection</li> <li>• <b>Cooperative consulting:</b> in pairs of two discussion on guiding topics -&gt; sparring agreement (couple stays together throughout the programm)</li> <li>• <b>Personal feedback:</b> each participant gets 2 minutes feedback from colleagues</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Focus: Foster future learning process</b></li> <li>• Each action learning team chooses on representative (function is rotating)</li> <li>• The representative interviews at least two of his team</li> <li>• Trainer interviews all representatives</li> <li>• Reflection and lessons learned will be shared on Excellence-Days</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Focus: Lessons learned for next programm</b></li> <li>• Each action learning team chooses on representative</li> <li>• The representative interviews at least two of his team</li> <li>• Trainer interviews all representatives</li> <li>• Reflection and lessons learned will be shared on Excellence-Days</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Qualitative Interviews</b> with participants/ colleagues / superiors</li> <li>• Feedback talk about the outcome with each participant</li> <li>• Group works together on general findings , impacts and lessons learned for the future on level of the individual, group, and organization</li> </ul>
Why?	<ul style="list-style-type: none"> <li>• <b>Immediate and intuitive reflection</b> of own learning process</li> <li>• Using others as an resource for feedback</li> <li>• Bird's eye few on the process</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Strengthens responsibility for own development</b></li> <li>• Analysis of the progress of the action learning teams and the whole group</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Exchange of findings for the entire process</b></li> <li>• Relevance check of content of program and surrounding conditions</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Uncover impact of program on all three levels:</b> the individual, his / her team and the organization</li> </ul>

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## Excellence-Days Design Ideas

### 1. Introduction and “Warming Up”

### 2. Interviews of representative through facilitator

Inside circle: facilitator interviews representatives, one „hot chair“ for short and spontaneous additions from team members  
Outside circle: listen carefully and look for general learnings



### 3. Feedback from the “Outside Circle”

### 4. Generate central and recurrent themes



### 5. Lunch Break



### Participants

- Representatives of the peer coaching groups
- Any other member of the action learning group who is interested in taking part
- Internal and external project leaders
- Sponsor of the program
- 2-3 representatives of the senior management (superiors of participants)

### Date, Timing, Location

- 2-6 weeks after every 2nd workshop
- 1 day 10:00 -18:00
- Alternating locations

### 8. General learnings of the group / next steps / outlook



### 7. Feedback on the different forms of evaluation



### 6. Element of live evaluation (surprise!)



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## Sample Questions

### For Reflections

- Where did I experience strengths and resources / development potentials?
- What for will you use the experiences / findings and new questions which arouse the last few days in the future?
- Who will recognize it? How?
- What impact has this on X & Y & you?
- What supports you / what is hindering you?

### For Interviews of the representatives with their team

- What expectations did you have in the beginning?
- How effective is the participation for you on a scale from 1 to 10? (What is missing for 10?)
- What is the special benefit for you? What was helpful in particular?
- Was there something that hindered your personal development / own learning process?
- Which personal learning goals did you have in the beginning? Did they modify?
- Whereby did persons in your surroundings note that you participate in this program? (directly / indirectly) In which concrete situations?
- How would you describe the first two modules in one sentence?
- Which picture / symbol / analogy comes to your mind, when you think about the role and function this program has for your professional development?